



Performance Management System

Maryland Transit Administration
Quarterly Report
July 2016





A Message From the Governor



“Our administration is committed to developing innovative solutions that deliver what Marylanders want – an affordable and reliable transportation system. By implementing a comprehensive program of accountability and continual improvements, we will deliver a better transportation system for the citizens of Maryland.”

“This is another step our administration is taking to Change Maryland for the Better!”

– **Larry Hogan**, *Governor*



The Maryland Department of Transportation and its Transportation Business Units proudly present the official mission statement.



Maryland Department of Transportation

“The Maryland Department of Transportation is a customer-driven leader that delivers safe, sustainable, intelligent, and exceptional transportation solutions in order to connect our customers to life’s opportunities.”

A Message From the Secretary

My Fellow Marylanders,

I am pleased to present the Maryland Department of Transportation Excellerator Performance Management System. I have been a longtime proponent of performance measures as a critical ingredient which drives organizations to exceptional standards to meet the transportation demands of our customers. At the Maryland Department of Transportation, we have embarked on a dedicated journey of creating performance measures that are important to all who live in and travel throughout the State of Maryland.

The Maryland Department of Transportation, and its transportation business units, created a single focused Mission Statement, which is the guiding light for all of our transportation products and services. We are wholeheartedly committed to being driven by the needs of our customers and to exceed their expectations. Whether our customers fly out of the Baltimore/Washington International Thurgood Marshall Airport, take a cruise out of the Port of Baltimore, ride one of our buses or rail lines, register their vehicles, or travel our highways and bridges, we all stand together as the Maryland Department of Transportation.

Our Excellerator program is comprised of ten tangible results. Those results are critical components for the organization and will drive our daily business decisions. How we achieve those results will be an organization-wide process of developing measures and strategies to achieve the optimum level of performance. The public we serve is able to see the results of our performance every quarter. This program is a living, evolving performance process that is in a constant state of evaluation, analysis and action. Some quarters may be better than others, but with the appropriate measures in place, we will have a constant finger on the pulse of the products and services we deliver to the citizens of Maryland. Whether we are being a good neighbor or facilitating economic opportunities within our State, we, the Maryland Department of Transportation, are working together every day to improve our performance and strive to reach exceptional customer service.

We thank you for this opportunity to share our initiative and are excited to embark upon a program of constant progress towards outstanding results.



Pete K. Rahn
Secretary



A Message From the Administrator

Dear Valued Customer,

The Maryland Transit Administration (MTA) operates Local Bus, Metro Subway, Light Rail, Mobility paratransit, MARC train, and Commuter Bus transit services throughout the State of Maryland. These services are operated primarily in the Baltimore metropolitan region to provide more than 116 million passenger trips in FY2015. MTA provides funding and statewide support of Locally Operated Transit Systems (LOTS) in all Maryland counties and the cities of Annapolis and Ocean City, and Baltimore.

The Maryland Department of Transportation is a customer-driven leader that delivers safe, sustainable, intelligent, and exceptional transportation solutions to connect our customers to life's opportunities.

Our strategy to achieve this universal goal is to plan and communicate clear service related objectives, delivering that service with excellence within a culture of accountability, and aligning our system with appropriate resources.

Through the Excellerator Performance Management System, the performance measures that demonstrate MTA's four cornerstones of safe, efficient and reliable transit across Maryland with world class customer service will be examined and monitored to ensure first-rate performance. These performance measures or "tangible results" will guide MTA in addressing customer complaints promptly, maintain a well serviced fleet by reducing equipment failure, and minimize operating costs at every available opportunity.



Paul Comfort
MTA Administrator



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*Please refer to the MDOT wide Quarterly Performance Management Report
for more performance measures for each of the 10 Tangible Results across all of the Transportation Business Units.*

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Tangible Results

Frequency Driver

Tangible Result # 1: Provide Exceptional Customer Service			Leslie Dews, MVA
MTA 1.1	Complaints by Type	Quarterly	Sean Adgerson, MTA
MTA 1.2	Customer Feedback Resolution	Quarterly	James Lewis, MTA
Tangible Result # 3: Provide a Safe and Secure Transportation Infrastructure			Sarah Clifford, MDTA
MTA 3.1	Preventable Accidents per 100,000 Miles as Reported by National Transit Database (NTD)	Quarterly	Bernadette Bridges, MTA
Tangible Result # 4: Deliver Transportation Solutions and Services of Great Value			Jason Ridgway, SHA
MTA 4.1a	Operating Cost Per Passenger Trip	Annually	Pat Keller, MTA
MTA 4.1b	Operating Cost Per Revenue Vehicle Mile	Annually	Pat Keller, MTA
Tangible Result # 5: Provide An Efficient, Well Connected Transportation Experience			Phil Sullivan, MTA
MTA 5.1	Mean Distance Between Failures (vehicle breakdowns)	Quarterly	David Varner, MTA

TANGIBLE RESULT #1

Provide Exceptional Customer Service



Every MDOT employee is responsible for delivering exceptional customer service by providing our customers with respectful, timely and knowledgeable responses to all inquiries and interactions.

RESULT DRIVER:

Leslie Dews

Motor Vehicle Administration (MVA)

Provide Exceptional Customer Service

TBU COORDINATOR:

Stuart Wilkins

Maryland Transit Administration (MTA)

PERFORMANCE MEASURE DRIVER:

Sean Adgerson

Maryland Transit Administration (MTA)

PURPOSE OF MEASURE:

To track levels of satisfaction with MTA services

FREQUENCY:

Quarterly

DATA COLLECTION METHODOLOGY:

Trapeze InfoCom Database and MTA ridership data

NATIONAL BENCHMARK:

TBD

PERFORMANCE MEASURE MTA 1.1

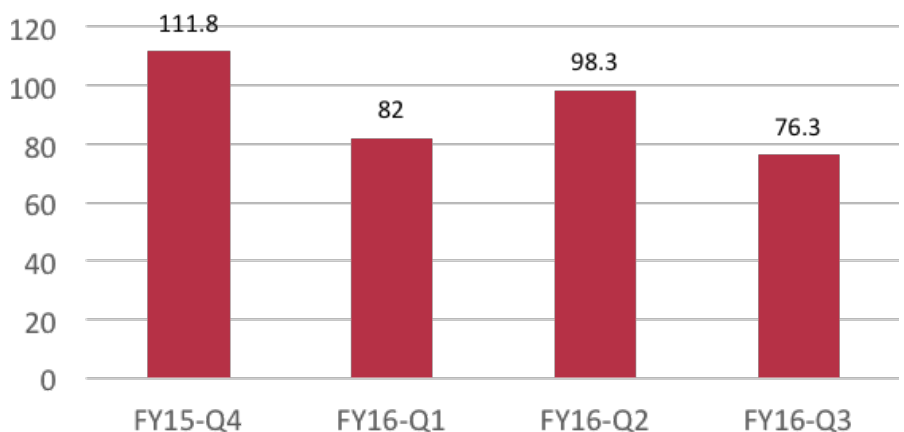
Number of Customer Complaints Per 100,000 Riders

Customers that utilize MTA's services expect quality transit service and the ability to have their comments and questions addressed. By tracking customer complaints, MTA is able to focus on opportunities to improve service across all modes by better use of existing resources to serve ridership demand, improve service reliability, and increase on-time performance.

The number of customer complaints is a direct indication of whether MTA is providing exceptional customer service which is the fourth cornerstone of MTA's mission of providing safe, efficient and reliable transit across Maryland with world class customer service. By measuring the number complaints per 100,000 riders, customers can gauge MTA's customer service and service reliability.

As shown in the figure below, MTA has seen a reduction in the number of complaints by making improvements in crowding on buses and trains, and better on-time performance on Metro following the completion of track repairs.

Number of Customer Complaints Per 100,000 Riders



Provide Exceptional Customer Service

TBU COORDINATOR:

Stuart Wilkins

Maryland Transit Administration (MTA)

PERFORMANCE MEASURE DRIVER:

James Lewis

Maryland Transit Administration (MTA)

PURPOSE OF MEASURE:

To assess how thoroughly and quickly MTA resolves and responds to the customer

FREQUENCY:

Quarterly

DATA COLLECTION METHODOLOGY:

Trapeze InfoCom Database

NATIONAL BENCHMARK:

95% feedback response rate within 10 business days

PERFORMANCE MEASURE MTA 1.2

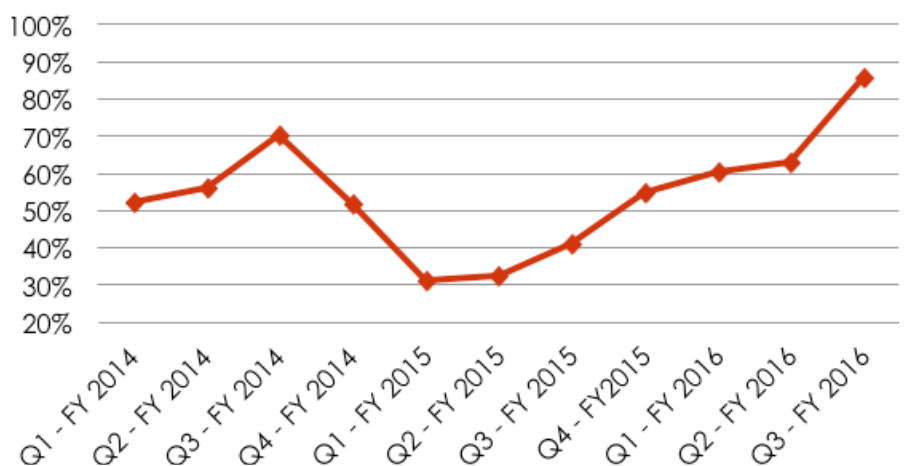
Customer Feedback Resolution

Customers that utilize MTA's services expect quality resolutions and reasonable response times after providing feedback regarding their MTA experience. MTA assesses the customer's satisfaction of their transportation experiences through feedback received. How quickly Administration completes a thorough investigation and responds is the basis for the fourth cornerstone of MTA's mission of providing safe, efficient and reliable transit across Maryland with world class customer service.

This measure will allow the MTA to monitor and improve overall service, develop staff by way of on-going training, and establish effective communications with the State of Maryland's citizens and communities. The data will be reviewed daily and reported on quarterly basis.

As shown in the figure below, MTA has made tremendous improvements in the response time to customers. The MTA has more than doubled the response rate since FY2015, by targeting for 95% feedback response rate within 10 business days. To further improve customer service, the target date to resolve customer feedback will be improved again on August 1, 2016 to a 95% feedback response rate within 5 business days.

MTA% of Complaint Feedback Resolution



Provide Exceptional Customer Service



TANGIBLE RESULT #3

Provide a Safe and Secure Transportation Infrastructure



MDOT will not compromise on our commitment to continually improve the safety and security of our customers and partners in everything we do.

RESULT DRIVER:

Sarah Clifford

Maryland Transportation Authority (MDTA)

Provide a Safe and Secure Transportation Infrastructure

TBU COORDINATOR:

Stuart Wilkins

Maryland Transit Administration (MTA)

PERFORMANCE MEASURE DRIVER:

Bernadette Bridges

Maryland Transit Administration (MTA)

PURPOSE OF MEASURE:

To track NTD reportable preventable accidents per 100,000 miles within the Maryland Transit Administration for Local Bus, Light Rail, Metro, and Mobility

FREQUENCY:

Quarterly

DATA COLLECTION METHODOLOGY:

MTA Safety Data Analyst team will use existing NTD data

NATIONAL BENCHMARK:

TBD

PERFORMANCE MEASURE MTA 3.1

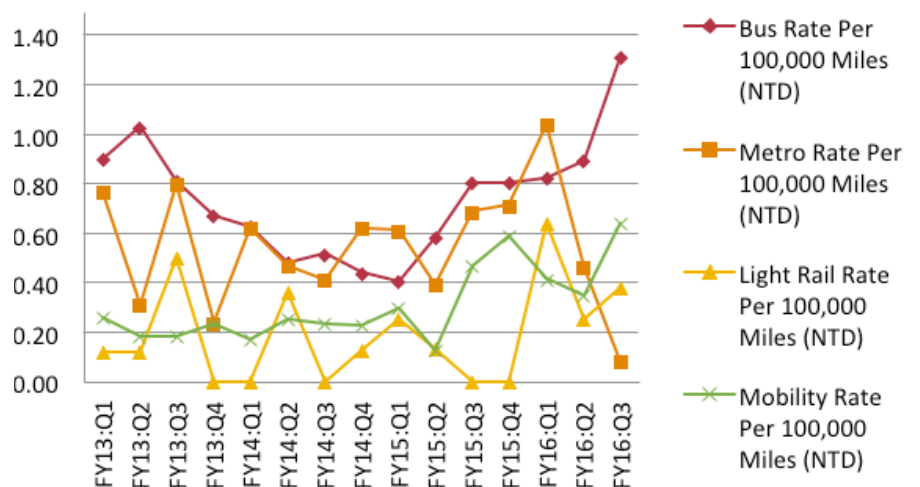
Preventable Accidents per 100,000 Miles as Reported by National Transit Database (NTD)

MTA's customers expect a safe and reliable transit system with minimal disruption to travel. Preventable accidents are accidents that occur within our control and can be reduced through training and safe driving techniques. By measuring preventable accidents per 100,000 miles, customers have a sense of MTA's safety record and the frequency that accidents occur.

The National Transit Database (NTD), a national repository for transit systems across the United States, also records accident information for all transit properties. The NTD defines a reportable preventable accident as a safety or security event occurring on transit right-of-way, in a transit revenue facility, in a transit maintenance facility, or involving a transit revenue vehicle.

As shown in the figure below, MTA offers a very safe transit experience with the majority of the services having less than one accident every 100,000 miles. Delivering safe transit is one of the four cornerstones to MTA's primary objective of providing safe, efficient and reliable transit across Maryland with world class customer service.

NTD Preventable Accident Rate Per 100,000 Miles



TANGIBLE RESULT #4

Deliver Transportation Solutions and Services of Great Value



MDOT will deliver transportation solutions on time and within budget. We will use strategies to ensure that the transportation solution meets the needs of our customers and eliminates unnecessary costs.

RESULT DRIVER:

Jason Ridgway

State Highway Administration (SHA)

Deliver Transportation Solutions and Services of Great Value

TBU COORDINATOR:

Stuart Wilkins

Maryland Transit Administration (MTA)

PERFORMANCE MEASURE DRIVER:

Pat Keller

Maryland Transit Administration (MTA)

PURPOSE OF MEASURE:

To track and address the per passenger per trip operating cost of all MTA modes

FREQUENCY:

Annually (in January)

DATA COLLECTION METHODOLOGY:

Data collection will be based upon FTA-NTD

NATIONAL BENCHMARK:

TBD

PERFORMANCE MEASURE MTA 4.1A

Operating Cost Per Passenger Trip

Operating cost per passenger trip is a good indicator of the efficiency of the operated service by displaying the operating costs required to transport a single passenger for one trip.

The performance measure not only assists MTA with an internal assessment of per passenger operating costs and also provides a measure which can be used as an external comparative measure. The Federal Transit Administration (FTA) requires a uniform level of reporting for all transit agencies in the United States. The National Transit Database (NTD) collects this particular measure, so MTA is able to compare per passenger trip operating cost with other comparably sized transit agencies.

Operating cost per passenger trip showing the efficiency of MTA service is the second cornerstone of MTA's service goals to provide safe, efficient, and reliable transit across Maryland with world class customer service.

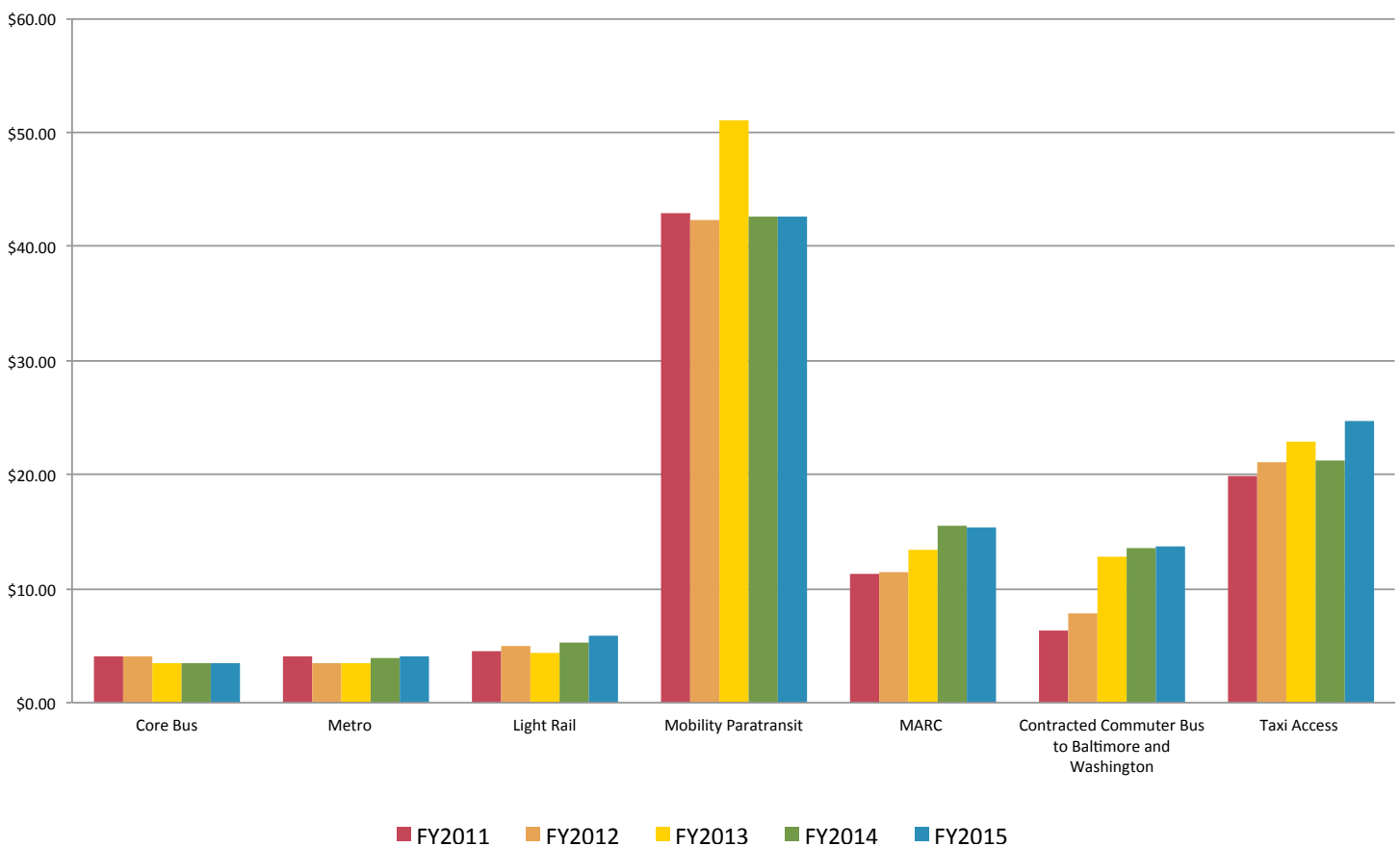
As shown in the figure below, the transit services with the ability to carry multitudes of passengers in one trip such as Local Bus, Metro and Light Rail tend to have the lowest operating costs per passenger.

Deliver Transportation Solutions and Services of Great Value

PERFORMANCE MEASURE MTA 4.1A

Operating Cost Per Passenger Trip

Operating Cost Per Passenger Trip



Deliver Transportation Solutions and Services of Great Value



Deliver Transportation Solutions and Services of Great Value

TBU COORDINATOR:

Stuart Wilkins

Maryland Transit Administration (MTA)

PERFORMANCE MEASURE DRIVER:

Pat Keller

Maryland Transit Administration (MTA)

PURPOSE OF MEASURE:

To track and understand the cost to operate a transit vehicle for one mile of revenue service

FREQUENCY:

Annually (in January)

DATA COLLECTION METHODOLOGY:

Data collection will be based upon FTA-NTD

NATIONAL BENCHMARK:

TBD

PERFORMANCE MEASURE MTA 4.1B

Operating Cost Per Revenue Vehicle Mile

Operating cost per revenue vehicle mile is a good indicator of the efficiency of the operated service by displaying the cost to operate a transit vehicle for one mile of revenue service.

The performance measure not only assists MTA with internal assessment of per revenue vehicle mile operating costs, it also provides a source which can be used as an external comparative measure. The Federal Transit Administration (FTA) requires a uniform level of reporting for all transit agencies in the United States. The National Transit Database (NTD) collects this particular measure, so MTA is able to compare operating cost per revenue vehicle mile with other comparably sized transit agencies.

Operating cost per revenue vehicle mile demonstrates the efficiency of MTA service and is the second cornerstone of MTA's service goals to provide safe, efficient, and reliable transit across Maryland with world class customer service.

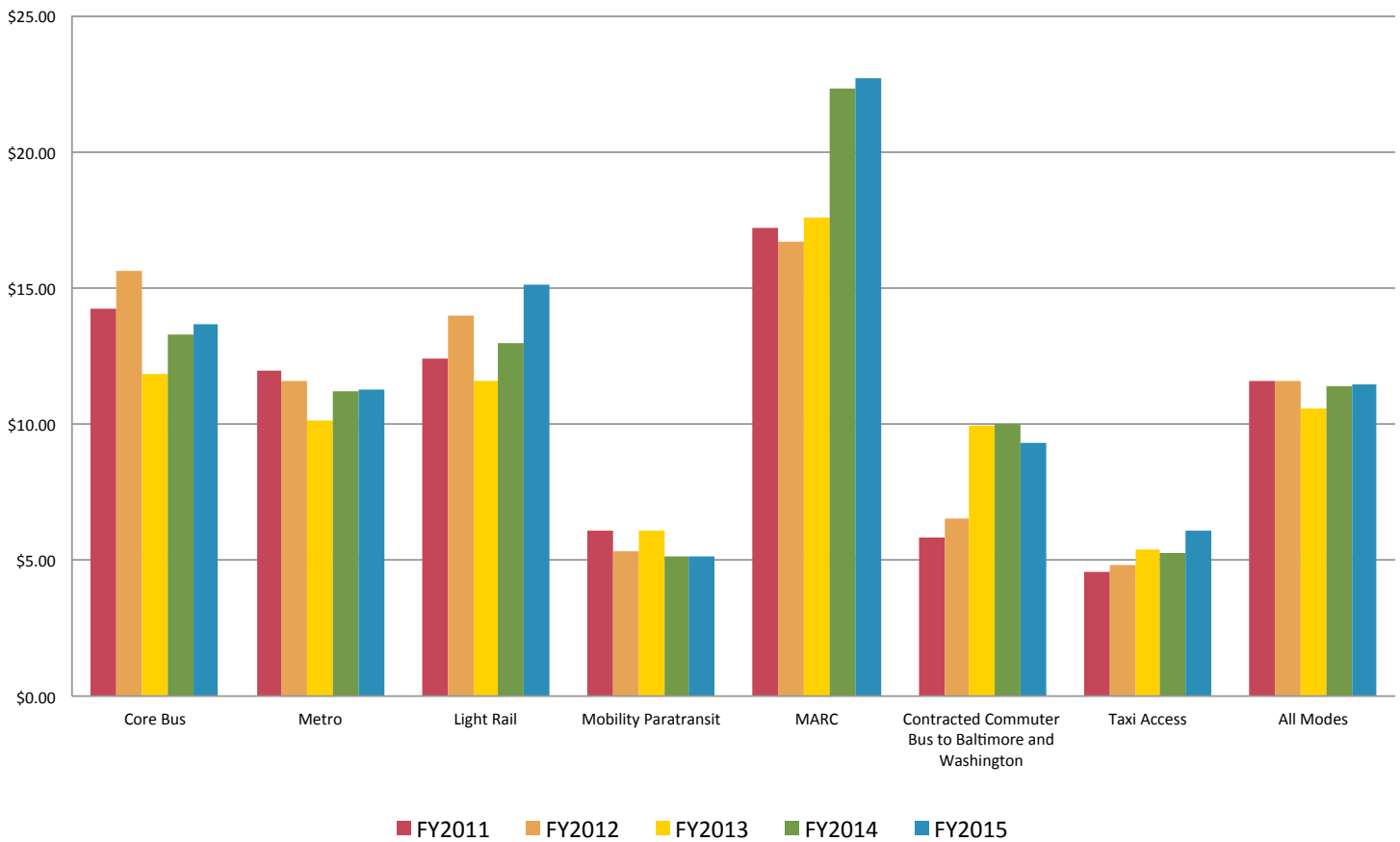
As shown in the figure, the transit services with the ability to carry multitudes of passengers in one trip such as Local Bus, Metro and Light Rail tend to have the higher operating costs per revenue vehicle mile due to the size of the vehicle and maintenance of the vehicle.

Deliver Transportation Solutions and Services of Great Value

PERFORMANCE MEASURE MTA 4.1B

Operating Cost Per Revenue Vehicle Mile

Operating Cost Per Revenue Vehicle Mile



TANGIBLE RESULT #5

Provide an Efficient, Well-Connected Transportation Experience



MDOT will provide an easy, reliable transportation experience throughout the system. This includes good connections and world class transportation facilities and services.

RESULT DRIVER:

Phil Sullivan

Maryland Transit Administration (MTA)

Provide an Efficient, Well-Connected Transportation Experience

TBU COORDINATOR:

Stuart Wilkins

Maryland Transit Administration (MTA)

PERFORMANCE MEASURE DRIVER:

David Varner

Maryland Transit Administration (MTA)

PURPOSE OF MEASURE:

To measure the mechanical reliability of the bus fleet

FREQUENCY:

Quarterly

DATA COLLECTION METHODOLOGY:

Total monthly mileage/major road calls

NATIONAL BENCHMARK:

6,500 miles per month

PERFORMANCE MEASURE MTA 5.1

Mean Distance Between Failures

Mean distance between failures is a consistent way to determine the reliability and functionality of a service system by measuring the average miles traveled before equipment break-down or failures occur.

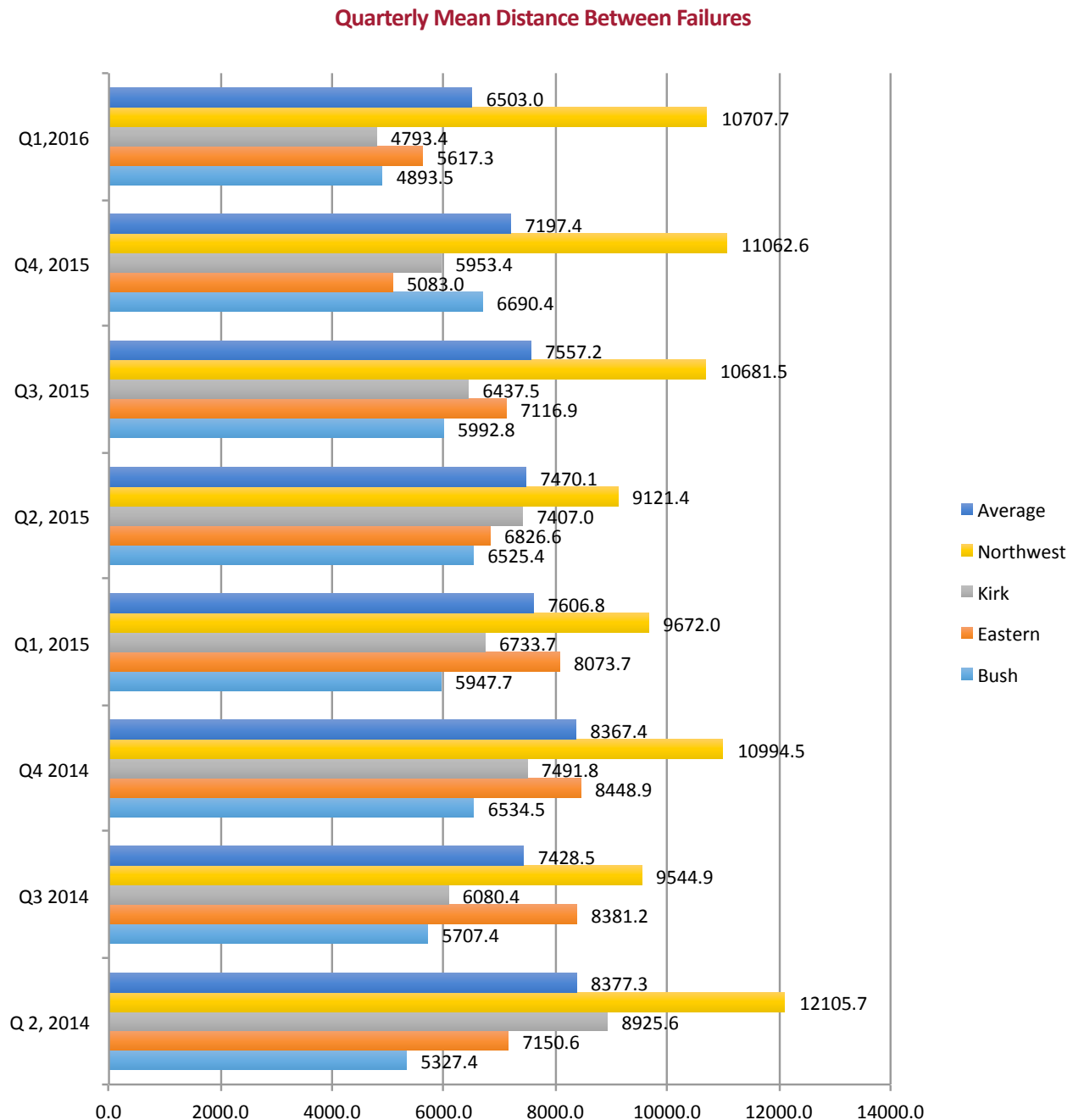
Higher mean distance between failure numbers demonstrates that MTA is providing reliable service, which is the third cornerstone of MTA's service goal of providing safe, efficient and reliable transit across Maryland with world class customer service.

As shown in the figure, MTA has maintained a high mean distance between failures by meeting or exceeding our goal of an average of 6,500 miles between failures per month.

Provide an Efficient, Well-Connected Transportation Experience

PERFORMANCE MEASURE MTA 5.1

Mean Distance Between Failures



All Electronic Tolling (AET) – Collection of tolls at highway speeds using *E-ZPass* transponders or video tolling; no toll booths or cash collection.

Annual Attainment Report on Transportation System Performance – Pursuant to Transportation Article Section 2-103.1 of the Annotated Code of Maryland, the State is required to develop or update an annual performance report on the attainment of transportation goals and benchmarks in the Maryland Transportation Plan (MTP) and Consolidated Transportation Program (CTP). The Attainment Report must be presented annually to the Governor and General Assembly before they may consider the MTP and CTP.

Calendar Year (CY) – The period of 12 months beginning January 1 and ending December 31 of each reporting year.

Coordinated Highways Action Response Team (CHART) – CHART is an incident management system aimed at improving real-time travel conditions on Maryland's highway system. CHART is a joint effort of the State Highway Administration, Maryland Transportation Authority and the Maryland State Police, in cooperation with other federal, state and local agencies.

Consolidated Transportation Program (CTP) – A six-year program of capital projects, which is updated annually to add new projects and reflect changes in financial commitments.

Fiscal Year (FY) – A yearly accounting period covering the time frame between July 1 and June 30 of each reporting year.

MPA General Cargo – Foreign and domestic waterborne general cargo handled at the public (MPA) terminals.

Port of Baltimore Foreign Cargo – International (Foreign) cargo handled at public and private terminals within the Baltimore Port District. This includes bulk cargo (e.g., coal, sugar, petroleum, ore, etc. shipped in bulk) and all general cargo (e.g., miscellaneous goods shipped in various packaging).

MAA – Maryland Aviation Administration operates Baltimore/Washington International Thurgood Marshall Airport (BWI Marshall) and Martin State Airport, a general aviation/reliever airport northeast of Baltimore.

MDTA – Maryland Transportation Authority operates and maintains the State's eight toll facilities.

Mode - Form of transportation used to move people or cargo (e.g., truck, rail, air).

MPA – Maryland Port Administration promotes the Port of Baltimore as a leading east coast hub for cargo and cruise activity.

MTA – Maryland Transit Administration provides Local Bus, Light Rail, Metro Rail, Paratransit services and regional services through commuter rail (MARC) and Commuter Bus, as well as grant funding and technical assistance.

MVA – Motor Vehicle Administration serves as the gateway to Maryland's transportation infrastructure, providing a host of services for drivers and vehicles, including registration, licensing and highway safety initiatives.

SHA – State Highway Administration manages the State's highway system which includes 17,117 lane miles of roads and 2,564 bridges

TBU – Transportation Business Unit

TSO – The Secretary's Office

Vehicle Miles of Travel (VMT) – A measurement of the total miles traveled by all vehicles.

MARYLAND DEPARTMENT OF TRANSPORTATION

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Boyd K. Rutherford, *Lt. Governor*

Pete K. Rahn, *Secretary*

